# WFP CORPORATE RESULTS FRAMEWORK (2026–2029)

## First draft

## Informal consultation

## Executive summary

The corporate results framework for 2026–2029 is one of the main instruments by which WFP will operationalize its strategic plan for the same period (WFP/EB.2/2025/3-B). Building on the strategic plan, the framework captures WFP's corporate results architecture, defining what WFP will deliver (programme outcomes, outputs, activities and related cross-cutting priorities) and how programme delivery will be enabled through management results and management result outputs.

The corporate results framework is also central to WFP's corporate monitoring and reporting processes, establishing the corporate indicators used throughout the organization, including in country offices, to ensure accountability and provide an evidence base for programme and managerial decision-making. The framework thus enables WFP to measure performance and accountability and demonstrate how it works towards ending hunger.

In practice, the corporate results framework serves several important purposes. First, it serves as a repository for the programme and management results that WFP commits to achieving with its partners. Second, the framework's results structure plays an important role in informing the design of country strategic plan lines of sight and logical frameworks. It also provides a structure and metrics that guide the monitoring of programme and management performance, annual work planning, budgeting and performance management processes, including preparation of WFP's management plan. The corporate results framework also serves as a key reference in the preparation of both annual country reports and WFP's annual performance report.

## Development of the corporate results framework

1.  The corporate results framework (CRF) for 2026–2029 is being submitted to the Executive Board simultaneously with the strategic plan for the same period. The development of the CRF has therefore been seamlessly aligned with the strategic plan development process. The strategic outcomes, cross-cutting priorities and enablers included in the CRF are taken directly from the strategic plan.

2.  The 2026–2029 CRF has been developed through a consultative process including consultations with WFP managers, directors and technical staff, bilateral consultations with Executive Board members and informal Executive Board consultations. The content and design of the CRF has been informed by recommendations resulting from the mid-term review of the CRF for 2022–2025, the mid-term evaluation of WFP's 2022–2025 strategic plan as well as other independent evaluations, audits, assessments and reviews, including a Multilateral Organisation Performance Assessment Network assessment of WFP. Development of the 2026–2029 CRF has also benefited from a comparative review of the results frameworks of other United Nations bodies and the quadrennial comprehensive policy review of operational activities for the development of the United Nations system (QCPR).

3.  To systematically assess performance of the CRF in meeting users' needs and fulfilling its intended purposes, a mid-term review of the CRF will be conducted in 2028. Findings from the mid-term review will serve to inform adjustments to the CRF and recommendations for the design of the next CRF.

## Guiding principles and enhancements

4.  In line with recommendations arising from the 2022–2025 CRF mid-term review and relevant independent evaluations, the development of the CRF has been guided by the principles of coherence and full alignment with the 2026–2029 strategic plan and other relevant internal and external instruments and tools; minimal adjustment of the results structure; simplification where possible; improved aggregation and disaggregation where possible; enhanced flexibility for country offices; continuity to the extent possible in the use of indicators and monitoring systems to minimize disruption to country offices; and reliance on existing data and information.

5.  Adherence to the above principles has resulted in several enhancements to the content and structure of the 2026–2029 CRF compared to those of previous CRFs. First, the CRF benefits from clear alignment with the strategic plan in terms of strategic focus, content and structure. Second, the structure of the CRF has been simplified through a reduction in the number of outcomes (reduced from five to three to match the strategic plan) and standard outputs (reduced from 12 to 9). The number of CRF indicators has also been reduced and there is a clear delineation between indicators monitored, analysed and reported on at headquarters in Rome (corporate programme indicators) and those relied on primarily for programme management and reporting purposes at the country level (country programme indicators).

6.  The CRF also incorporates new methods to facilitate the consistent aggregation of data across the organization. The autonomy of country offices to freely select indicators that best meet their programme design and managerial requirements has been enhanced in the 2026–2029 CRF, along with a reduction in the number of mandatory indicators at the country level. The CRF also benefits from improved cross-cutting priorities (matching those of the strategic plan) and associated indicators, which are aligned with relevant international commitments and policy and strategy documents, and a more cohesive and streamlined set

of management results, management result outputs and management key performance indicator.

## Section I: Corporate results framework structure

**Programme results**

7.     Figure 1 below depicts WFP's corporate results framework structure for the 2026–2029 period. The CRF structure is anchored in the three strategic outcomes described in WFP's 2026–2029 strategic plan. This outcome-focused approach ensures full alignment of the CRF with the strategic plan and a harmonized approach to programme design across all operational contexts.

**Figure 1: Corporate results framework structure**
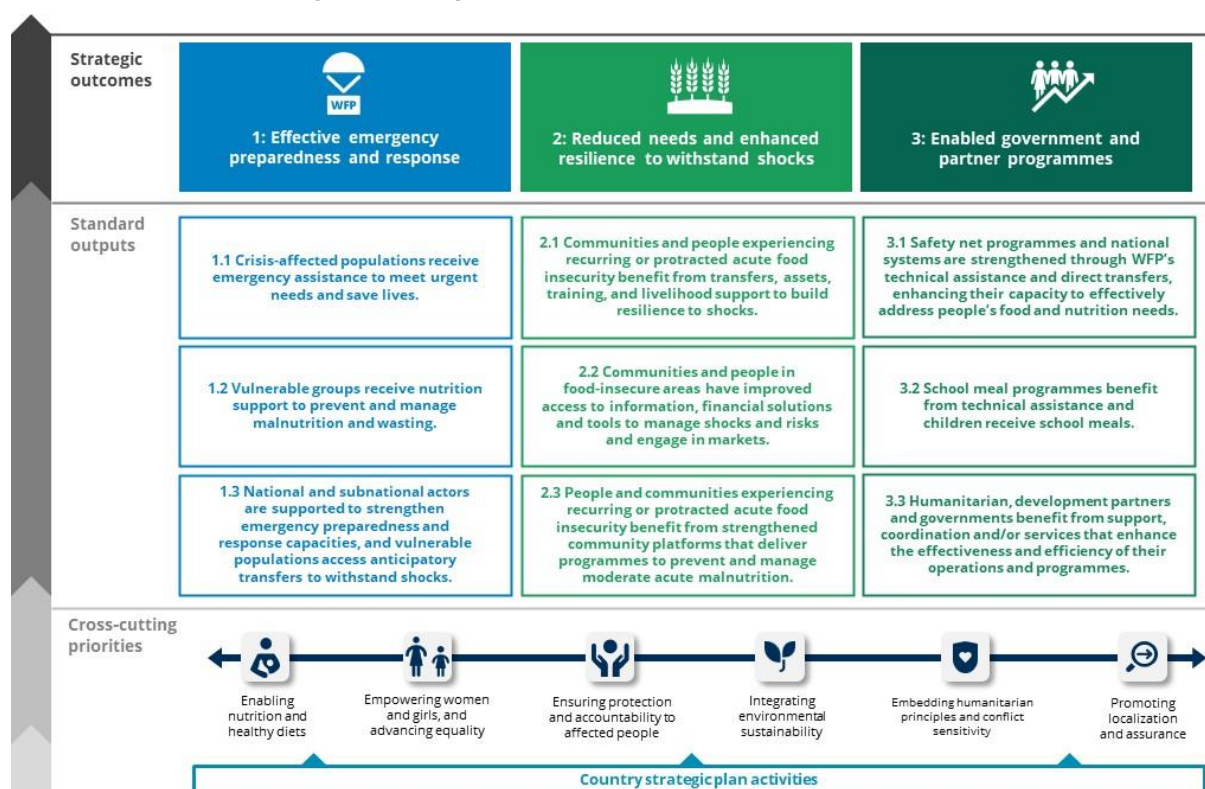


8.     The strategic outcomes and standard outputs listed in figure 1 represent the key results that WFP expects to achieve over 2026–2029. These same planning elements will inform the formulation of country strategic plan (CSP) lines of sight and logical frameworks at the country level. The strategic outcomes, standard outputs and activities also provide the backbone for the design of monitoring systems and the blueprint for the sections and subsections of annual country reports and the annual performance report.

**Strategic outcomes**

9.     The three strategic outcomes shown in figure 1 are taken directly from the 2026–2029 strategic plan. The strategic outcomes describe the medium-term to long-term effects that contribute to the achievement of multi-agency impacts at both the global and national levels. The strategic outcomes thus reflect the results that WFP commits to achieving in partnership with national authorities, other United Nations bodies, international financial institutions, civil society and other partners.

**Standard outputs**

10. Each strategic outcome is underpinned by a set of standard outputs. Outputs are short-term to medium-term results that are directly produced through WFP's interventions and resources, such as goods, services and capacity support, and are fully within WFP's control. Outputs are designed to contribute to the achievement of outcomes by addressing the immediate needs of target populations or by supporting prioritized aspects of national systems. The nine standard outputs included in the CRF capture the full range of activities in which WFP intends to engage across all operational contexts, such as direct transfers, service provision, systems strengthening, technical assistance, asset provision, and skills development. While outcomes reflect the combined efforts of national authorities, United Nations organizations and civil society and other partners, the outputs describe WFP's specific contributions to high-level outcomes, provide a view of WFP capabilities and comparative advantages within the United Nations system and show how the strategic outcomes will be operationalized by WFP at the country level.

**Standard activities**

11. The lower tier of the results hierarchy comprises standard activities. Activities are defined as interventions, actions or work through which inputs – such as funds, food, technical assistance and other types of resources – are transformed into outputs. The activity level of the results hierarchy is also the level at which country portfolio budgets for CSPs are prepared. Activities are selected at the country level in alignment with the United Nations sustainable development cooperation frameworks and the WFP policy on CSPs.

**Cross-cutting priorities**

12. Mirroring WFP's strategic plan, the CRF includes six cross-cutting priorities. Cross-cutting priorities are overarching issues that need to be integrated into all aspects of WFP interventions and are essential for ensuring effective, inclusive and dignified programme implementation. Cross-cutting priorities are integrated into all phases of programming, from assessment and design to implementation and monitoring. As cross-cutting priorities span all programme areas and are relevant to all humanitarian and development interventions, they are mainstreamed across all outcomes, outputs and activities in the 2026–2029 CRF.

13. The six cross-cutting priorities are:

    ➢ enabling nutrition and healthy diets;

    ➢ empowering women and girls, and advancing equality;

    ➢ ensuring protection and accountability to affected people;

    ➢ integrating environmental sustainability;

    ➢ embedding humanitarian principles and conflict sensitivity, and;

    ➢ promoting localization and assurance.

14. Consideration and implementation of the full set of cross-cutting priorities at all stages of the programme management cycle is a prerequisite for effective and high-quality programmes. Implementation of the cross-cutting priorities is also crucial to ensuring WFP adherence to the United Nations "leave no one behind" principle and ensuring that WFP programmes support good environmental practices and do no harm while assuring equal access to and fair distribution of programme and management results to all eligible persons of concern.

## Section II: Corporate programme indicators

15. The outcome, output and cross-cutting corporate programme indicators that WFP will rely on to measure progress in implementing the strategic plan are provided in annex I. The corporate programme indicators are intended to provide evidence of the main achievements attributable to WFP programmes, enable corporate aggregation, analytics and trends analysis, inform strategic decision-making, provide the foundation for reliable and consistent reporting in the annual performance report and facilitate accountability to WFP's Executive Board, donors and other key stakeholders.

16. The corporate programme indicators are arranged by strategic outcome, following the structure of the 2026–2029 strategic plan. At the bottom of annex I corporate cross-cutting indicators are listed for each of the six cross-cutting priorities.

17. The corporate programme indicators are similar to the high-level targets included in the 2022–2025 CRF. Some of the high-level targets have been retained without modification in the corporate programme indicators. All other corporate programme indicators are similar to previous high-level targets in their scope and design. As was done in the past with the high-level targets, target values will be established for the corporate programme indicators at the output level as appropriate. The target values will be compared to actual values on a yearly basis in the WFP management plan and reported on in the annual performance report.

18. In total, the CRF includes 20 corporate programme indicators at the outcome level (previously, there were 61). Corporate outcome indicators are intended to answer the key question: *what difference have WFP programmes made?* They measure the medium-term to long-term effects of WFP programmes resulting from implementation of lower-level outputs and activities. The selection of the outcome level corporate programme indicators in the CRF reflects their relevance to a broad range of WFP operations; their usefulness as flagship indicators of WFP achievements; their relevance to operational performance; their statistical accuracy and ability to be aggregated at the global level; and their relevance and usefulness for corporate monitoring and reporting purposes.

19. At the output level, the CRF includes 30 corporate programme indicators (previously, there were 110). Corporate output indicators answer the key questions: *who did WFP reach and with what, when and where?* They are intended to measure the delivery of targeted assistance such as the number of beneficiaries reached, number of partners receiving WFP services and the number of countries with cash operations. WFP will also continue to provide in its annual performance report additional key figures at the output level, including global aggregation of output level data on who was assisted by WFP and for how long, quantity of food provided, amount of cash provided and the residence status of populations assisted (including displaced populations).

20. The CRF also includes 15 corporate programme indicators for cross-cutting priorities (previously, there were 21). Corporate cross-cutting indicators answer the key question: *did WFP adhere to its commitments regarding its cross-cutting priorities?* These indicators measure progress towards WFP commitments to maximize programme effectiveness, including with regard to fairness and representation and ensuring that diverse groups are meaningfully engaged and considered. In addition to these mandatory cross-cutting corporate programme indicators, WFP will disaggregate data wherever feasible for all CRF indicators by age and sex so that it can monitor the extent to which its programmes foster protection and accountability and provide benefits equitably to all eligible people.
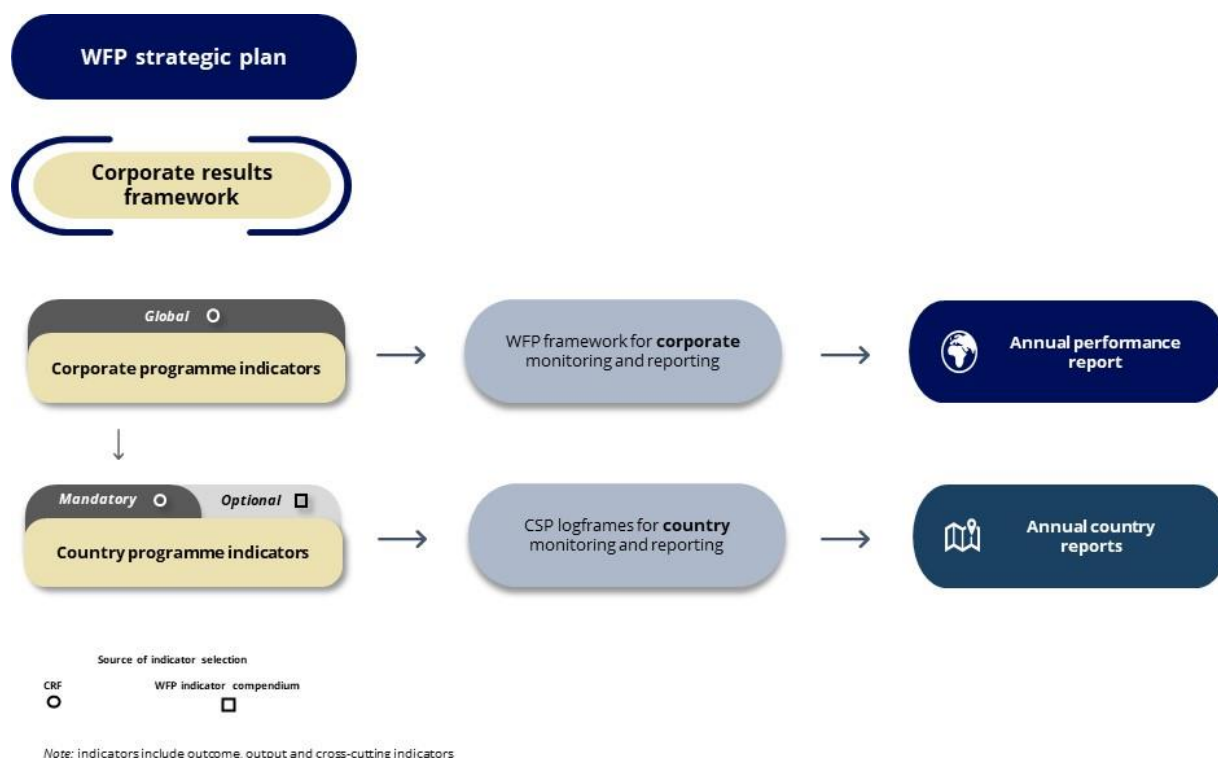
## Section III: Country programme indicators

21. Country programme indicators are primarily intended to provide evidence to country teams for programme design and programme management purposes, including information to inform regular programme adjustments during CSP implementation. The country programme indicators also play an important role in facilitating country-level reporting and ensuring accountability to people of concern.

22. As with the previous CRF, efforts to facilitate collaborative monitoring at the country level will be supported wherever possible through the use of inter-agency common and complementary indicators as well as relevant indicators from the QCPR and the United Nations Sustainable Development Group's output indicator framework.

23. While country programme indicators will continue to rely on quantitative methods, efforts initiated with the 2022–2025 CRF to strengthen WFP's evidence base through the use of qualitative methods will continue with the 2026–2029 CRF.

24. The country programme indicators encompass the full set of CRF indicators used by country offices between 2022 and 2025, including some piloted in 2024 and 2025. Upon approval of the CRF for 2026–2029, guidance will be issued to country offices explaining the process for the testing, piloting and approval of additional indicators as required.

25. To ensure the accuracy, quality and robustness of data, wherever possible country programme indicators will be disaggregated by sex and age. This commitment to data disaggregation is central to WFP's commitment to leaving no one behind, including marginalized and excluded population groups.

26. In accordance with current practice, and subject to their individual circumstances, funding projections and level of ambition, country offices will continue to establish target values for outcome, output and cross-cutting country programme indicators.

27. The CRF includes two types of country programme indicators, *mandatory* and *optional*.

28. Mandatory country programme indicators are the core outcome, output and cross-cutting indicators considered necessary to ensure a harmonized approach to monitoring and reporting across the full range of WFP operations. Each mandatory country programme indicator is linked to a single corporate programme indicator (see CRF section II), thereby providing the evidence base for global aggregation and reporting on the corporate programme indicators included in the annual performance report.

29. Optional country programme indicators are bespoke outcome, output and cross-cutting indicators that allow for measurement and reporting on a broad range of programme results across differing operations and various country contexts. Optional indicators are intended to provide programme managers with the programme data and information required to inform near-real-time programme adjustments. In combination with the mandatory country programme indicators, the optional indicators provide a comprehensive picture of WFP performance at the country level.

30. The full set of optional country programme indicators (more than 250 indicators in total) is available in WFP's indicator compendium. Allowing country offices to freely choose optional country programme indicators from the WFP indicator compendium for use in addition to the mandatory country programme indicators ensures they are able to make use of the indicators that best align with their programme design and managerial needs while ensuring the continuity of indicator use over time, the availability of longitudinal monitoring data and the ability to conduct multi-year trend analysis. The WFP indicator compendium provides comprehensive methodological notes for each indicator that describe how to collect, interpret, calculate and report on indicators. The full set of mandatory and optional country

programme indicators selected by country offices will be included in their CSP logical frameworks and reported on in their annual country reports. The indicator compendium also links to WFP's corporate data collection tools to ensure that the data used for indicator calculation, disaggregation and analysis are consistent and of high quality.

31. Figure 2 below shows the two types of country programme indicators and the source that country offices will rely on for their selection and respective reporting lines.

**Figure 2: Source for the selection of programmatic indicators**



32. At the outcome level both the mandatory and optional country programme indicators are critical to gauging effectiveness and measuring the medium-term to long-term effects of WFP country operations, especially at the individual, household and community levels, including changes in food security conditions and essential needs, nutrition status, livelihood improvements and improvements in adaptation and resilience with regard to shocks and stressors.

33. The purpose of output-level country programme indicators is to enable WFP to measure its targeted assistance and prioritized activities, including with regard to the quantity of food provided, the amount of cash transferred and the number of beneficiaries assisted, systems and institutions supported, assets created, skills and capabilities developed and school meals provided.

34. Country-level monitoring and reporting on cross-cutting country programme indicators is intended to help WFP ensure fairness in programme delivery and the inclusion of all eligible people of concern. The cross-cutting indicators also enable WFP to track country-level adherence to cross-cutting commitments described in relevant policy and strategy documents. In efforts to ensure accurate representation of all targeted groups, in addition to data collected for the cross-cutting indicators, data for all other country programme indicators will be disaggregated by age, sex and disability wherever possible.

35. All country programme indicators (mandatory and optional) will be publicly available in CSP logical frameworks and in annual country reports where they will be reported on annually.

36. More specific guidance will be provided to country offices on the selection of mandatory and optional country programme indicators, the expected frequency of indicator monitoring, corporate data collection tool utilization, reporting requirements, aggregation and disaggregation requirements and other such methodological concerns.

## Section IV: Management results, management result outputs and key performance indicators

37. Management results reflect how WFP strategically utilizes its organizational enablers, policies and resources – funded through the corporate budget – to effectively implement its strategic plan across planning, implementation, monitoring, evaluation and reporting cycles. Grounded in the principle that corporate performance management drives programme performance at the country, regional and global levels, these results support strategic leadership, operational support, oversight and external engagement functions essential for principled and accountable operations. They guide WFP's planning, budgeting and performance reporting, ensuring that critical enablers are in place throughout the organization. By aligning financial resources with defined outputs and performance indicators, management results promote responsible resource use, continuous improvement and adherence to fiduciary standards upheld by WFP's governing bodies, partners and the communities it serves. Annex II presents the key performance indicators used to measure management results.

**Management result 1: Effective strategy, direction and management**

38. Management result 1 provides the strategic foundation for WFP to operate as a strategically guided, well-managed and accountable organization, capable of delivering on its humanitarian mission through principled engagement and results-based action. It provides the leadership, structures and systems needed to steer organizational priorities, drive change and uphold integrity and ethical standards in the effective management of resources.

39. This result is achieved through three interdependent outputs: management result output 1.1 on strategic direction and change management, which defines institutional priorities and guides organizational transformation; management result output 1.2 on management oversight and compliance, which reinforces accountability, ethical conduct and adherence to rules and standards; and management result output 1.3 on effective risk management, which strengthens WFP's ability to anticipate, assess and mitigate risks. Together, these outputs provide the strategic, fiduciary and governance backbone of WFP's management performance.

40. In summary, management result 1 underpins the delivery of all other management results. It enables operational delivery and service excellence under management result 2, strengthens the credibility and positioning of WFP required for management result 3 and supports the transparency and ethical standards expected under management result 4.

### 1.1. *Strategic direction and change management*

41. Management result output 1.1 underpins WFP's institutional leadership and strategic positioning within the international humanitarian system as well as its strong internal alignment and coherence. It equips WFP's leadership to define clear institutional priorities, steer change processes and align resources and functions with the organization's evolving mandate. This output strengthens WFP's global voice and influence, ensuring that principled

external engagement is grounded in coherent strategy and reflects a unified institutional direction.

42. This output also comprises the development and management of WFP's policy architecture. It delivers normative instruments – such as policies, technical standards and procedures – that guide the design and delivery of WFP assistance. These frameworks provide operational clarity and consistency across all settings and functions, in line with United Nations system best practices. Strategic coordination platforms, the transition to an integrated global headquarters, and an improved funding model are also part of this output, enabling more effective service delivery to country offices.

43. By anchoring WFP's global engagement in robust policy and internal alignment, management result output 1.1 ensures that the organization remains strategically guided, evidence-based and fit-for-purpose in responding to current and emerging challenges.

### 1.2. *Management oversight and compliance*

44. This output reinforces WFP's internal accountability and protects its operational integrity by ensuring that the organization systematically responds to the findings of independent oversight bodies and incorporates lessons learned into its operations. It promotes ethical conduct and compliance with corporate policies and partner fiduciary standards and encourages learning across all levels of the organization. This output encompasses the oversight mechanisms embedded in line management, including the implementation and follow-up of audit and evaluation recommendations and internal compliance reviews and actions that operationalize findings from independent oversight bodies. These mechanisms close the feedback loop between the independent scrutiny described in 4.2 and the ongoing work of management to strengthen internal accountability, deter misconduct and uphold fiduciary and ethical standards. By institutionalizing safeguards and promoting a culture of compliance, continuous improvement and learning, this output protects WFP's reputation, supports principled action and ensures greater accountability to donors, partners and affected populations. Overall, by strengthening compliance and supporting assurance efforts across the organization, this output strengthens WFP's position to deliver principled, high-quality assistance at scale.

### 1.3. *Risk management*

45. Management result output 1.3 strengthens WFP's ability to identify, assess and manage risks that could affect the organization's ability to deliver on its mission. It encompasses the frameworks, systems and institutional culture needed to anticipate and respond to operational, strategic, financial, legal and reputational threats. By embedding risk awareness across all levels of the organization, this output enables proactive decision-making, safeguards the continuity of operations and reinforces trust among stakeholders. It also ensures that duty of care obligations are met and that WFP maintains the resilience required to operate effectively in high-risk and rapidly evolving environments. Through integrated enterprise risk management, WFP remains a responsible and reliable partner in humanitarian action.

### Management result 2: Efficient, effective and evidence-based business services

46. Management result 2 ensures that WFP has the operational capabilities, systems and infrastructure required to deliver assistance efficiently, accountably and at scale. It translates the strategic direction and oversight provided under management result 1 into effective action by equipping the organization with the tools, services and platforms it needs to function reliably in complex and high-risk environments. Management result 2 encompasses six core outputs: emergency coordination and preparedness (2.1); programme operations support (2.2); supply chain services (2.3); people management and

duty of care (2.4); leveraging innovation and technology (2.5); and administrative and financial services (2.6). Together these form an integrated backbone for operational delivery, enabling WFP management not only to support country offices directly but also to engage in the external advocacy, partnerships and resource mobilization efforts of management result 3 by ensuring that WFP's delivery capacity is demonstrably strong. Management result 2 also provides the operational foundations that support institutional accountability under management result 4 by ensuring that systems for financial integrity, compliance and informed oversight are in place.

### 2.1. Emergency coordination and preparedness

47. Management result output 2.1 is the basis for WFP's global leadership in emergency coordination, including its roles in the global food security cluster and the Inter-Agency Standing Committee. It ensures that WFP can lead, support and complement emergency responses with speed, safety and strategic clarity. These capabilities are rooted in the strategic direction and safeguards established under management result 1 – including risk-informed leadership, governance frameworks and change management processes – ensuring that emergency readiness is both operationally sound and strategically anchored. This output ensures that WFP can act decisively in emergencies, supported by crisis management tools, real-time information systems and rapid-response mechanisms like the Immediate Response Account. It also includes aviation, evacuation and business continuity services that sustain operations in volatile settings.

### 2.2. Programme operations support

48. Management result output 2.2 ensures that WFP's assistance is designed and delivered in a way that is principled, evidence-based and tailored to the needs of the people it serves. It provides the technical guidance, systems and quality assurance mechanisms required to strengthen programme design, relevance, readiness, targeting and effectiveness in a variety of organizational settings. By promoting the use of disaggregated data, contextual analysis and risk-informed planning, this output enhances programme quality and accountability across all contexts. It also supports the operational integration of WFP's cross-cutting priorities, ensuring that assistance is not only timely but also safe and locally grounded, delivering high-quality adaptive programme models that improve responsiveness and impact. Through structured learning, operational research and continuous improvement, this output enables WFP to adapt programming in real time and uphold its humanitarian principles while responding to complex and dynamic environments.

49. A key focus is also on generating and using high-quality data and knowledge management to guide decision-making. Programme-level readiness under this output focuses on the quality and appropriateness of assistance before, during and after crises. This work includes building national systems, developing anticipatory action and supporting locally grounded, people-centred operational plans. These efforts complement, but are distinct from, the institutional surge and emergency coordination systems described under management result output 2.1.

### 2.3. Supply chain services

50. Management result output 2.3 rests on the supply chain capabilities that underpin WFP's global leadership in humanitarian logistics. It encompasses the end-to-end services required to ensure the reliable, timely and cost-effective movement of goods, from procurement and transportation to warehousing, in-country logistics and last-mile delivery. WFP's supply chain operations are critical to enabling effective emergency response and routine programme delivery across a wide range of operating environments, including some of the most complex and insecure settings in the world.

51. Through this output, WFP also provides vital technical support to country offices, including capacity strengthening, market assessments, demand planning and logistics optimization. WFP's recognized operational excellence in this domain is reinforced by its leadership of the global logistics cluster and its role as a provider of common services for the broader humanitarian community, supporting the coordination and delivery of life-saving assistance across agencies and other actors.

52. WFP continually invests in strengthening its supply chain systems to enhance agility, transparency and accountability. This includes maintaining robust quality assurance mechanisms, developing and modernizing logistics infrastructure, leveraging data and digital tools for real-time supply chain visibility and ensuring compliance with international standards. The output ensures WFP's supply chain is able to scale up rapidly in response to emergencies while maintaining efficiency, minimizing risk and delivering best-value outcomes.

### 2.4. *People management and duty of care*

53. Management result output 2.4 ensures that WFP has a skilled, diverse and well-supported workforce able to deliver in demanding environments. It focuses on recruiting and retaining talent, supporting staff well-being and creating a safe, inclusive workplace culture that upholds WFP's values and duty of care commitments. This output covers strategic workforce planning, performance management, talent acquisition, learning and development and legal advisory services that protect employee rights and uphold international labour standards. Duty of care is central to this output, which includes workplace safety, psychosocial support, wellness services and infrastructure management, ensuring that employees can operate effectively and ethically even in high-risk situations. This output helps WFP maintain operational readiness and uphold its responsibility to the people who carry out its mission.

### 2.5. *Leveraging innovation and technology*

54. Management result output 2.5 equips WFP to operate as a data-driven, digitally enabled and innovative organization. It supports the strategic use of digital systems and emerging technologies to improve the efficiency, effectiveness and equity of WFP's operations and decision-making. Core WFP enterprise platforms – including COMET, WINGS and SCOPE – form the backbone of WFP's digital ecosystem, enabling real-time data integration, operational oversight and evidence-based programming. This output also fosters institutional innovation through structured pipelines that support the piloting, adaptation and scale-up of frontier solutions such as artificial intelligence, blockchain and geospatial technologies. By strengthening data governance, enhancing digital literacy and aligning innovation with operational priorities, this output ensures that WFP remains adaptive, effective and fit for purpose in a rapidly evolving environment.

### 2.6. *Administrative and financial services*

55. Management result output 2.6 ensures that WFP operates with financial integrity, administrative efficiency and institutional accountability. It encompasses planning, budgeting, expenditure control, financial oversight, investment and treasury operations, payroll processing, cost recovery and financial reporting. It also includes essential administrative services such as travel, asset and facilities management, and staff support, ensuring smooth operational delivery in various settings.

56. These functions are designed to support compliance with International Public Sector Accounting Standards and strengthen the link between resources and results by enabling informed, risk-aware decision-making and transparent financial management. Environmental sustainability is integrated through emissions tracking and green infrastructure and administrative practices.

57. In supporting corporate systems and standards for financial transactions, this output enhances value-for-money analysis, mitigates operational risk and promotes readiness to deliver assistance at scale. Together, these services uphold WFP's fiduciary standards and operational continuity while facilitating the provision of agile and accountable support to field operations.

## Management result 3: Leverage advocacy and communications for effective funding and partnerships

58. Management result 3 strengthens WFP's capacity to forge the effective partnerships required to deliver on its mandate. Delivered through two management result outputs – advocacy, communications and partnerships (3.1) and accelerated, diversified, flexible multi-year funding (3.2) – this management result enables WFP to shape global narratives and engage priority audiences and positions WFP as a trusted leader in humanitarian and development action. Through coordinated storytelling, media engagement and reputational risk management, WFP elevates its visibility and builds strategic relationships that advance its mission. In parallel, it enhances its ability to mobilize more predictable, sustainable, and adaptable resources from traditional and emerging sources. This management result also enables effective engagement across mandates, sectors and financing models, fostering collaboration and alignment with system-wide goals. Closely linked to the framing of principled engagement through strategic direction under management result 1, management result 3 also depends on the operational capabilities supported by management result 2 and the governance and independent oversight mechanisms delivered through management result 4. Overall, management result 3 reinforces WFP's leadership as a principled, trusted and accountable actor, enabling it to deliver assistance at greater scale, with stronger impact and in more sustainable and coherent ways.

### 3.1. *Advocacy, communications and partnerships*

59. Management result output 3.1 strengthens WFP's global influence, visibility and voice in order to mobilize political will and public support and forge the strategic partnerships that are needed to enhance the scale, quality and impact of its assistance. It promotes joint planning, coordination and knowledge exchange to ensure that WFP leverages the complementary capacities of other actors (including governments, international financial institutions, civil society and the private sector) and aligns its efforts with system-wide goals, thereby strengthening collaboration across mandates, sectors and financing models. These efforts are grounded in principled engagement, transparency and shared accountability, ensuring that partnerships are based on trust and designed to deliver meaningful results for affected populations. Overall, management result output 3.1 plays a central role in reinforcing WFP's leadership and credibility, while enabling the organization to deliver high-quality assistance and impactful results that complement the institutional direction provided under management result 1.

60. Furthermore, this output enables WFP to shape global narratives, engage priority audiences and position itself as a trusted leader in humanitarian and development action. This includes taking a proactive, multi-channel approach to advocacy and storytelling, grounded in compelling content creation, digital innovation and strategic representation at key global forums. At the same time, internal communications support organizational coherence, reinforcing change management, strategic alignment and staff engagement.

61. A core element of this output is the protection and promotion of WFP's brand identity, supported by reputational risk management and legal safeguards that uphold WFP's integrity and standards. External communications ensure that the organization remains visible, credible and responsive, with strong media relations, digital strategy and multimedia content positioning WFP as an authoritative voice on hunger and food security.

### 3.2. *Accelerated, diversified, flexible, multi-year funding*

62. Management result output 3.2 will provide WFP with the capabilities needed to secure predictable, flexible and diversified funding that aligns with evolving global needs and operational realities. It strengthens WFP's ability to engage strategically with donors, broaden its resource base and promote financing models that support agility, sustainability and long-term impact. It strengthens strategic engagement with a wide range of partners – including governments, regional blocs, the private sector and international financial institutions – to broaden WFP's resource base and reinforce its financial sustainability. This output will expand outreach in emerging donor markets and foster private sector engagement through innovative corporate and individual financing initiatives. By enhancing the quality, duration and adaptability of funding streams, this output reinforces WFP's financial resilience and ensures that the organization can deliver principled, needs-based assistance with greater efficiency and reliability.

63. Overall, through this output, WFP will increase the quality, duration and flexibility of its funding streams – boosting the organization's capacity to deliver principled, needs-based assistance with greater efficiency, speed and reach in both emergency and protracted settings.

## Management result 4: Governance and independent oversight

64. Management result 4 safeguards the integrity, transparency and accountability of WFP's operations through strong governance and independent oversight. It ensures that decision-making is informed by evidence, that institutional performance is subject to credible scrutiny and that the organization remains accountable to its stakeholders. Management result 4 comprises two interlinked outputs: effective engagement with governing bodies (4.1) and audit, investigation and evaluation (4.2). These outputs closely complement the internal oversight and compliance mechanisms of management result 1 while maintaining the independence necessary for objective scrutiny. Management result 4 also relies on the operational systems and data generated under management result 2 and helps ensure the credibility of WFP's external engagement under management result 3 – reinforcing trust, learning and institutional effectiveness across the organization.

### 4.1. *Effective engagement with governing bodies (WFP Executive Board, the Food and Agriculture Organization of the United Nations and the United Nations Advisory Committee on Administrative and Budgetary Questions)*

65. Management result output 4.1 encompasses the structures and support required for WFP to engage effectively with its Executive Board and other oversight bodies. It ensures that governance processes are inclusive, transparent and well-informed – enabling timely decisions and accountable institutional leadership. Through this output WFP maintains the systems, coordination and policy support necessary to facilitate formal governance meetings, field visits, joint sessions and inter-agency coherence. It also ensures that governance documents are prepared and shared in a timely, accessible and high-quality manner, reinforcing the integrity and credibility of WFP's engagement with Member States.

### 4.2. *Audit, investigation and evaluation*

66. Management result output 4.2 provides the independent scrutiny that establishes the control environment to which WFP management responds under management result output 1.2. It is delivered by offices that are structurally and functionally independent from management, namely the Office of Internal Audit, the Office of Evaluation and the Office of Inspections and Investigations, in line with international standards to ensure impartiality and credibility. This output generates evidence-based findings and recommendations intended to strengthen governance, promote compliance and learning, and support decision-making. As a cornerstone of WFP's accountability framework, management result output 4.2 helps the organization to uphold fiduciary standards, shape institutional change and maintain trust among Member States, oversight bodies and affected populations.

## Corporate programme indicators

WFP will contribute to the following impact indicators:

| Impact indicators |
| --- |
| Prevalence of undernourishment |
| Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age |
| Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight) – Sustainable Development Goal |
| Average income of small-scale food producers, by sex and indigenous status |
| USD value of financial and technical assistance (including through North–South, South–South and triangular cooperation) committed to developing countries |
| Number of countries with mechanisms in place to enhance policy coherence of sustainable development |
| Foreign direct investment, official development assistance and South–South cooperation as proportion of gross national income |

*Placeholder: Indicates that the indicator is currently under discussion with the relevant headquarters technical unit and has not yet been finalized, formulated or developed.*

| Strategic outcomes | Outcome indicators |
|---|---|
| **1. Effective emergency preparedness and response** | Proportion of countries where people provided with emergency assistance by WFP improve/maintain their food consumption |
| | Percentage of acutely food-insecure people receiving emergency assistance by WFP |
| | Percentage of children and pregnant or breastfeeding women and girls assisted through WFP-supported programmes who have recovered from moderate acute malnutrition |
| | Percentage of children and pregnant or breastfeeding women and girls affected by or at risk of malnutrition who benefit from services to manage or prevent wasting |
| | Percentage of children and pregnant or breastfeeding women and girls at risk of malnutrition who benefit from services to prevent wasting |
| | Number of countries better prepared for and able to respond to emergencies through national and subnational systems with WFP capacity strengthening support |
| | Number of countries with operational and funded anticipatory action mechanisms and/or macro-insurance plans established with WFP support |

| Standard outputs | Output indicators |
|---|---|
| 1.1 Crisis-affected populations receive emergency assistance to meet urgent needs and save lives. | Number of people provided with emergency assistance by WFP |
| | Number of people benefiting from WFP emergency assistance through national systems and programmes |
| 1.2 Vulnerable groups receive nutrition support to prevent and manage malnutrition and wasting. | Number of people in emergencies receiving transfers through malnutrition prevention and management programmes |
| | Quantity of specialized nutritious food provided to prevent and manage malnutrition |

| Standard outputs | Output indicators |
|---|---|
| 1.3 National and subnational actors are supported to strengthen emergency preparedness and response capacities, and vulnerable population access anticipatory transfers to withstand shocks. | Number of countries that received WFP support to strengthen national and subnational emergency preparedness and response policy frameworks, and enhance institutional capacities in disaster preparedness, anticipatory action, macro insurance and/or emergency response |
| | Number of WFP-assisted people provided with anticipatory transfers ahead of shocks |
| | Value and quantity of anticipatory transfers provided to WFP-assisted people ahead of shocks |

| Strategic outcomes | Outcome indicators |
|---|---|
| **2: Reduced needs and enhanced resilience to withstand shocks** | Proportion of countries where a reduced share of WFP-assisted people apply emergency or crisis livelihood coping strategies |
| | Number of countries where WFP-assisted communities benefit from an enhanced and adapted livelihood base and skills |
| | Number of countries where WFP-assisted households enhance their resilience to withstand shocks |
| | Number of countries where WFP-assisted communities benefit from enhanced financial capacity |
| | Proportion of countries where women and children assisted through WFP nutrition programmes have improved dietary diversity |

| Standard outputs | Output indicators |
|---|---|
| 2.1 Communities and people experiencing recurring or protracted acute food insecurity benefit from transfers, assets, training, and livelihood support to build resilience to shocks. | Number of WFP-assisted people supported for ecosystem restoration and community infrastructure |
| | Number of WFP-assisted people provided with skills for livelihood opportunities |
| 2.2 Communities and people in food-insecure areas have improved access to information, financial solutions and tools to manage shocks and risks and engage in markets. | Number of WFP-assisted people benefiting from financial solutions |
| | Number of WFP-assisted people benefiting from support to access markets |
| | Number of people benefiting indirectly from WFP support to increase financial capacity and access to markets |
| | Number of people benefiting indirectly from access to climate information services |
| 2.3 People and communities experiencing recurring or protracted acute food insecurity benefit from strengthened community platforms that deliver programmes to prevent and manage moderate acute malnutrition. | Number of people receiving transfers through malnutrition prevention and management programmes |
| | Quantity of locally sourced foods provided to vulnerable populations |
| | Number of people reached by WFP and/or its partners through social behaviour change approaches designed to improve diets |

| Strategic outcomes | Outcome indicators |
|---|---|
| \n\n**3. Enabled government and partner programmes** | Number of people covered by national safety net programmes to which WFP provided technical support |
| | Number of children receiving school meals through government and partner-supported school meal programmes in WFP-supported countries |
| | Number of countries that have committed and/or increased their commitments to school meal programmes in their national policies and budgets |
| | Number of countries with transition strategies for school health and nutrition and school meals developed with WFP support |
| | Percentage of users satisfied with support, coordination and/or services provided by WFP |
| | Percentage of users reporting that WFP support, coordination and/or services has contributed to their effectiveness and/or efficiency |
| | Placeholder: Humanitarian air services |
| | Number of countries with national policies, strategies or programmes enhanced through WFP-facilitated South-South and triangular cooperation support |

| Standard outputs | Output indicators |
|---|---|
| 3.1 Safety net programmes and national systems are strengthened through WFP's technical assistance and direct transfers, enhancing their capacity to effectively address people's food and nutrition needs | Number of countries where safety net programmes and national systems benefit from WFP technical support |
| | Number of vulnerable people benefiting from transfers delivered by WFP on behalf of safety net programmes and national systems |
| | Number of countries where WFP has facilitated South–South and triangular cooperation |
| | Number of countries where WFP has supported the formulation of national policies, strategies and legislative instruments that contribute to food security and nutrition |

| Standard outputs | Output indicators |
|---|---|
| 3.2 School meal programmes benefit from technical assistance and children receive school meals | Number of girls and boys receiving WFP transfers through school-based programmes |
| | Value and volume of school meal items sourced from local actors with WFP support |
| | Number of countries receiving WFP capacity strengthening support for school meal programmes |
| 3.3 Humanitarian, development partners and Governments benefit from support, coordination and/or services that enhance the effectiveness and efficiency of their operations and programmes. | Number of countries where WFP is providing support, coordination and/or services to government and/or partners |
| | Number of government and partner organizations supported by WFP coordination and/or services |
| | Total USD value of services provided by WFP to governments and partners |
| | Total number of passengers transported by WFP aviation |
| | Number of destinations/locations served by WFP |
| | Total quantity of cargo handled (stored, moved and/or sourced) by WFP on behalf of government and partners |
| | Total USD value of cash transferred by WFP on behalf of governments and partners |

| Cross-cutting priorities | Cross-cutting indicators |
|---|---|
| **Enabling nutrition and healthy diets** | Percentage of WFP transfers that are nutritionally adequate |
| | Percentage of WFP beneficiaries that benefit from a nutrition-sensitive programme component |
| | Placeholder: Food fortification |
| **Empowering women and girls, and advancing equality** | Percentage of country offices that advance equality through people-centred programming approaches |
| | Proportion of countries where assisted people report improved economic empowerment levels |
| | Proportion of countries where a higher percentage of women and marginalized groups in WFP-supported local entities report meaningful participation |
| **Ensuring protection and accountability to affected people** | Percentage of WFP country offices where at least 90 percent of people assisted report that WFP assistance is delivered in a safe, accessible and dignified manner, including free from sexual exploitation and abuse (SEA) |
| | Percentage of WFP country offices where at least 90 percent of people assisted report that they were provided with accessible information about WFP programmes, including protection from SEA |
| | Proportion of country offices where community feedback mechanisms meet standards |
| **Integrating environmental sustainability** | Proportion of country offices where field-level agreements/memorandums of understanding/construction contracts have been screened for environmental risks |
| | Proportion of country offices where management plans (environmental and social management plans) are formulated and approved to implement mitigation measures addressing environmental risks |
| **Embedding humanitarian principles and conflict sensitivity** | Proportion of WFP country offices meeting or exceeding standards for mainstreaming conflict sensitivity into operations |
| | Placeholder: Humanitarian principles |
| **Promoting localization and assurance** | Proportion of country offices that meet or exceed standards on engagement with community-based organizations |
| | Placeholder: Assurance |

# CRF management results matrix

## Management result 1: Effective strategy, direction and management

**Oututs and key performance indicators**

### 1.1. Strategic direction and change management

Number of new efficiency projects launched in a given year

Percentage of draft WFP policies that explicitly refer to evaluation evidence

### 1.2. Management oversight and compliance

Percentage of country offices with designated protection from sexual exploitation and abuse (PSEA) focal points in accordance with the requirements included in the Executive Director's circular on PSEA

Percentage of United Nations system-wide action plan on gender equality and the empowerment of women indicators met or exceeded [QCPR]

Internal audit action closure rate: percentage of internal audit actions closed during the reporting period

Percentage of implemented evaluation recommendations (disaggregated by evaluation category)

Score in the International Aid Transparency Initiative index

### 1.3 Risk management

Percentage of WFP cooperating partners registered in the United Nations Partner Portal which have been assessed using the United Nations Implementing Partner PSEA Capacity Assessment

**Management Result 2: Efficient, effective and evidence-based business services**

Outputs and key performance indicators

### 2.1 Emergency coordination and preparedness

Effective Immediate Response Account (IRA) management and disbursement

Timeliness of corporate alert system, strategic analysis for emergency classification

Percentage of critical emergency surge requests filled against the total surge needs identified

### 2.2 Programme operations support

Percentage of draft country strategic plans (CSPs) which refer explicitly to evaluation evidence

Percentage of country offices that have a framework on accountability for results attached to their current CSP

Percentage of country offices that meet the minimum monitoring requirements

Percentage of targeting assurance benchmarks implemented at the country office level and verified by global headquarters

Percentage of country offices who collected, analysed and reported at least 80 percent of their CSP indicators

Percentage of country offices reporting at least 80 percent of individual–level indicators, disaggregated by sex

Percentage of CSP expenditures versus implementation plan

### 2.3 Supply chain services

Percentage of supply chain and delivery service requests fulfilled within the agreed lead time and in line with quality standards

### 2.4 People management and duty of care

Percentage of indicators successfully met according to the United Nations-wide mental health strategy

Country office meets or exceeds United Nations disability inclusion strategy (UNDIS) entity accountability framework standards concerning accessibility [QCPR]

Percentage of the workforce employed on long-term contracts

Percentage of women employees in WFP [QCPR]

### 2.5 Leveraging innovation and technology

Percentage of countries where innovation projects are implemented

Number of innovation projects supported (in early stage and scaling phase)

Digital enablement of WFP efficiency gains (percentage of WFP efficiency gains initiatives owned, enabled or supported through digital solutions)

### 2.6 Administrative and financial services

Number of countries in which WFP programmes benefit from WFP on-demand solutions and services

Percentage of advance financing provided to CSPs against eligible contributions

**Management result 3: Leverage advocacy and communications for effective funding and partnerships**

Outputs and key performance indicators

### 3.1. Advocacy, communications and partnerships

WFP share of voice (SOV) on food security across tier 1 media globally; sentiment analysis on major reputational issues (earned channels)

Social media engagements and SOV across major channels (X, Instagram, Facebook, Tik Tok etc.) in pre-determined target audiences on major campaigns (owned channels)

Number of countries that have benefited from the expertise and services provided by successfully deployed standby partners

Number of national government/international financial institution (IFI)/WFP agreements signed

Number of South–South exchanges facilitated by WFP Centre of Excellence between provider country and host government

USD value of national government/IFI mobilized (including service provision)

USD value of agreements between WFP and national institutions in the global South for WFP-facilitated South–South and triangular cooperation

### 3.2. Accelerated, diversified, flexible multiyear funding

Total (USD) funds received during the year

Percentage of funds from top five donors

Volume of funds mobilized or catalysed through innovative finance mechanisms (USD)

Percentage of total private sector contributions: actuals vs. target (common with the United Nations Children's Fund)

USD value of flexible funding sourced [QCPR, Grand Bargain 2.0]

USD amount and percentage of total funds received from all United Nations funds and entities

Amount of USD confirmed from United Nations pooled funds and percentage share of United Nations pooled funds against total United Nations funds

WFP resource mobilization and strategic engagement in United Nations Sustainable Development Cooperation Framework joint programmes

**Management result 4: Governance and independent oversight**

Outical

**Outputs and key performance indicators**

**4.1. Effective engagement with governing bodies (WFP Executive Board, Food and Agriculture Organization of the United Nations and United Nations Advisory Committee on Administrative and Budgetary Questions)**

**4.2. Audit, investigation and evaluation**

Percentage of evaluations planned in the reference year that were contracted (or memorandum of understanding signed)

Number of joint and system-wide evaluations in which WFP engaged in the reference year [QCPR]